

Concordia University
Council of the John Molson School of Business
Minutes of the meeting held May 20, 2005

Present: J. Tomberlin (Chair)
K. Argheyd (Mana.), C. Barry (CASA), S. Betton (Fina.), H. Bhabra (Fina.), D. Cameron (Mana.), K. Fiddler (Staff), J. Freed (Fina.), M. Genova (Staff), Z. Gidengil (Mktg.), A. Gousous (CGSA), N. Howe (SGS), A. B. Ibrahim (Assoc. Dean), M. Islam (Acco.), G. Kanaan (Assoc. Dean), D. Kira (DS&MIS), R. Knitter (Mana.), K. Laframboise (DS&MIS), J. McGuire (Mana.), M. Magnan (Assoc. Dean), S. Mustafa (Acco.), S. Perrakis (Fina.), M. Perugini (CASA), J. Riven (Mana.), G. Saad (Mktg.), B. Sarmiento II (CASA), M. Sharma (DS&MIS), J. St-Germain (CASA)

Absent: S. Ahsan (Econ.), M. Bergier (Mktg.), O. Bodur (Mktg.), S. Brutus (Mana.), T. Chiramar (CASA), A.-M. Croteau (DS&MIS), P. Delaney (Acco.), S. Danaie (Facilities), B. Desai (Comp.Sci.), D. Doreen (DS&MIS), M. El-Chafehi (CGSA), M. Elmosaly (CASA), A. Fagnoli (Reg.), E. Gatbonton (TESL), K. Gheyara (Acco.), B. Hatto (CASA), S. Hoffman (Lib.), G. Lowenfeld (Acco.), F. Lowy (Pres.), R. J. Oppenheimer (Mana.), I. Rakita (Fina.), L. Rosenthal (CASA), M. Singer (Provost & VP, Academic)

I Call to Order
The meeting was called to order at 09:30.

III Open Meeting

IV Approval of Agenda - JMSB-2005-05A

It was moved by M. Sharma and seconded by M. Perugini that Council approve the agenda with the following amendments: (i) exclude pages 33-58 from document JMSB-2005-05A-03, (ii) add two pages being distributed to document JMSB-2005-05A-09. The motion was carried unanimously.

V Approval of the Minutes - JMSB-2005-03M and JMSB2005-04M

It was moved by M. Sharma and seconded by R. Knitter that Council approve the minutes of the meetings held April 8 and April 18 with the following amendment to the minutes of April 18 – add R. Knitter to the attendance list. The motion was carried unanimously.

VI Chair's Report and Question Period (15 minutes)

J. Tomberlin reported that the Board of Governors has approved the appointment of Dr. Claude Lajeunesse as President effective August 1st. He advised that a fund raising campaign related to a recent farewell dinner for Dr. F. Lowy raised \$3M for the Fred and Mary Kay Lowy Graduate Fellowships. He reported that the MBA Program has been ranked second in Canada and the Undergraduate Program was ranked among the top ten in the annual survey of the Corporate Knights. The survey ranks business schools with regard to social and environmental responsibility in management, in curriculum, and school activities. He stated that in spite of this recognition the JMSB would do well to become more active in relating to the community, following the lead of our students' fund raising events such as CASA Cares, and taking a serious review of the graduate and undergraduate curriculum in terms of addressing issues of corporate responsibility, environmental management and social responsibility.

With regard to the JMSB budget, J. Tomberlin advised that there would be a shortfall of approximately \$2.5M on this year's \$20M Faculty budget in spite of having approximately \$1.5M in new revenues from international tuition this year. This can be attributed to substantial losses in the revenue generating programs, reduced enrolment at both the undergraduate and graduate level, particularly the MIS major and the MBA program, resulting in a decrease in government funding and increased costs due to various collective agreement settlements. Steps being taken to address the situation in 2005-2006 include more efficient class scheduling at the graduate and undergraduate levels and possible consolidation of graduate program administration. To address the undergraduate enrolment decline, the CRC admission requirements for the B.Comm. have been reduced from 26.5 (76-77%) to 26 for fall admissions and the admission required for the B.Admin. have been reduced from 26.5 to 24 with the intention of facilitating transfer students from other Faculties for the core courses shared by the B.Comm. and the B.Admin. A review of graduate diploma and certificate admission requirements will also be undertaken.

J. Tomberlin acknowledged the assistance of the JMSB Executive Committee and the significant contributions of P. L. Kelley and G. Chan, who analyzed the total JMSB operation that provided the basis for discussions and decisions made resulting in a savings of approximately \$1M for 2005-2006. He advised that he was hopeful that this progress would gain the cooperation of the Provost in rectifying the distribution of revenues within the University that leaves the JMSB with a \$2.5M balance of trade deficit with the Faculty of Arts and Science. He explained that JMSB students are required to take non-commerce courses to broaden their education. Rather than revise the JMSB curriculum to accommodate economic need, students take courses in the Faculty

of Arts and Science bringing approximately \$4,5M in revenues to the Faculty. Arts & Science students take JMSB courses but only bring \$2M in revenues to the School leaving an imbalance of \$2.5M.

J. Tomberlin reported that although progress with the Strategic Plan has been superceded by the urgency of dealing with budget issues, Task Forces are being struck during the summer and a report will be made at the September Council meeting. The Strategic Plan is directly related to AACSB accreditation which concerns processes. The goal is to conclude the Strategic Plan process by the end of the fall. With regard to AACSB accreditation renewal, he advised that data will be gathered in 2005-2006 in anticipation of a team visit in 2006-2007. He announced that W. Taylor has agreed to spearhead data collection and asked members of Council to give him their full cooperation in providing information. He also announced that the launch of the Institute for Governance of Private and Public Organizations, a joint project between HEC and the JMSB funded by an external donor and anticipated funding from the Quebec Ministry of Finance, is expected to take place prior to Rector Lowy's departure. L. Switzer will represent the JMSB in this initiative. Lastly he reported that the Toronto-Dominion Bank has been donated to Concordia University and allocated to the JMSB to house our Small Business Consulting Bureau and entrepreneurial activities including the Mentorship Program, the JMSB Career and Placement Centre has moved to the main floor of the GM building, the offices of the Goodman Institute for Investment Management will be moving to former offices of the Placement Centre on the ninth floor, Ph.D. students and others will move into the space vacated by the GIIM. He noted that this year the Ph.D. Program has admitted 23 new students, the largest number ever.

In response to a question about how other business schools manage, the Dean advised that HEC has an enormous deficit. The government allots the lowest funding to business education even though business faculty are the highest paid in universities with the exception of medical and legal faculty.

In response to a question about the status of the new building, the Dean advised that it was expected that there would be some news from the government within the next two to three weeks. He confirmed that the Molson funding would be at risk if the building were not started by the end of 2005. \$15M from the Molson Foundation could possibly be extended for a year, \$5M from Molson-Coors would be in serious jeopardy.

With regard to a question about the AACSB accreditation renewal, he confirmed that there would be student involvement in the process.

In response to a question about the strategic benefit of the alliance with HEC for the Institute for Governance of Private and Public Organizations, J. Tomberlin stated that it would give the JMSB visibility and the opportunity to develop a research agenda in the area of corporate responsibility that can then be translated into training and educational programs. The HEC partnership was recommended by the donor and the Quebec Ministry of Finance and will have the advantage of being a bilingual, English and French, operation.

In response to a question about how the new building would accommodate the projected increase in faculty to a complement of 175, J. Tomberlin advised that there is a disconnect between the Provost's strategic plan forecasting a 50% growth in the JMSB faculty complement when the current funding arrangements cannot maintain the faculty we have. As a consequence, the JMSB has a freeze on hiring new faculty until budgetary issues have been resolved. As to the concern

that the building was designed for the current staffing, he advised that the design includes two shelled -n floors and there is a proposal to add another four shelled-in floors to allow room for expansion.

VII Elections

- i) (Senate)Faculty Tribunal Pool
One full-time faculty member for a two-year period effective September 1, 2005 and terminating May 31, 2007
There were no nominations. The Dean stressed the importance of the committee and encouraged the Chairs to recruit a nominee for the next meeting of Council.
- ii) JMSB Distinguished Teaching Awards Selection Committee
One representative of the part-time faculty, preferably a past recipient of the Award replacing B.
Pearce
B. Pearce was re-elected by acclamation.
- iii) One full-time faculty member for the Appointment and Review Committee for the appointment of a Concordia University Research Chair in Decision and Negotiation Systems
G. Johns was elected by acclamation.

VIII Business Arising from Previous Meeting

- i) Motion regarding staff election procedures – JMSB-2005-05A-02
It was moved by K. Fiddler and seconded by M. Sharma that Council approve the procedures for the election of staff representative on Council as described in document JMSB-2005-05A-02.

The motion was carried unanimously.

IX Report: Graduate Programs, Research and Program Evaluation

B. Ibrahim stated that according to procedures the following curriculum revisions have been reviewed by the Undergraduate Curriculum Committee, the respective departments, the FAPC and APC.

- i) Curriculum revisions – Majors and Minors offered by the Department of Decision Sciences and
MIS -JMSB-2005-05A-03
It was moved by B. Ibrahim and seconded by M. Sharma that Council approve the curriculum revisions for the DS&MIS majors and minors as described in document JMSB-2005-05A-0.
The motion was carried unanimously.
- ii) Curriculum revisions – Majors and Minors offered by the Department of Management –
JMSB-2005-05A-04
It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the curriculum revisions for the Management majors and minors as described in document JMSB-2005-05A-04.

JMSB-2005-05M

It was recommended that the resource implications on page 13 be modified to add the hiring of one Limited Term Appointment because the department requires the expertise to design and teach this course. Alternately it was suggested that the modification read "This requires a shift in the faculty expertise required which would be taken into account when hiring LTAs in the future".

The mover and the seconder agreed to the alternate amendment.

The motion as amended was carried unanimously.

- iii) Curriculum revisions – Accountancy – JMSB-2005-05A-05
It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the curriculum revisions for Accountancy as described in document JMSB-2005-05A-05.

The motion was carried unanimously.

- iv) Curriculum revisions –Bachelor of Commerce Program – JMSB-2005-05A-06
It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the curriculum revisions for the B.Com. Co-operative format as described in document JMSB-2005-05A-06.

G. Kanaan highlighted the revisions.

During the last Co-op presentation to Council it was noted that students who dropped out were not followed up by the program. It was asked how it had been determined that the reduction of work terms from four to three would decrease the drop out rate. G. Kanaan advised that although there were no formal surveys taken the recommendation is based on feedback from students. It would apply to students in the Accountancy Co-op who do their work terms with CA firms. As the CA firms count only two work terms for indentureship some students feel the extra work terms in the Co-op program delay their progress.

Grave concern was expressed by several members of Council about the reduction of the English Composition requirements based on personal experiences with numerous students who have inadequate written and oral communication skills. G. Kanaan explained that the intent is to ensure equitable treatment for JMSB students with the rest of the University and advised that effective fall 2005 international students who are not proficient in English will be offered an intensive 6 credit course combining ESL207 and 208 in the first term of study plus a 3-credit course in English oral communication.

During the ensuing discussion it was agreed that English language proficiency, both written and oral, was a critical issue for the school. Students who are not proficient have little opportunity to succeed and impact negatively on those who are proficient inasmuch as the professor must spend class time explaining the language rather than the course content. It was pointed out that this issue must be addressed at both the graduate and undergraduate levels.

It was suggested that the motion be split because some Council members strongly objected to the reduction of one English composition course for students accepted in the 120-credit Bachelor of Commerce program.

The mover and the seconder agreed that the motion be split in four.

It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the reduction of the number of co-op work terms from four to three terms.

The motion was carried unanimously.

It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the elimination of COMP 201 as an admission requirement to the undergraduate business programs.

The motion was carried unanimously.

It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the addition of COMM 222 as a prerequisite to COMM 320. The motion was carried unanimously.

It was moved by B. Ibrahim and seconded by G. Kanaan that Council approve the reduction of the number of English composition credits from 6 credits to 3 credits for students accepted into the 120-credit program with a corresponding increase from 9 to 12 credits in additional non-business elective credits. (12 in favour, 3 opposed, 5 abstentions)

The motion was carried

J. Tomberlin stated that the sense of the discussion is that Council would like to see a report on steps being taken to address English language proficiency issues in the fall.

- v) Joe Kelly Graduate Award – JMSB-2005-05A-07
B. Ibrahim extended congratulations to the recipients of the Joe Kelly Graduate Award, Wendy Ann Darr and Olena Vasylchenko.

- X Report: Administrative Affairs and Human Resources
Please refer to item VI above.
- XI Standing Report on the status of the new JMSB building
Please refer to item VI above
- XII Staff Report
There was no report.
- XIII CGSA Report – JMSB-2005-05A-08
A. Goussous highlighted the report.
- XIV Report: External Affairs and Executive Programs
M. Magnan reported that M. Davis who handled communications for External Affairs has transferred to Alumni Relations. This position and the position of Marketing Director will be filled pending budgetary decisions. He encouraged faculty and students to participate in the Alumni Golf Tournament, that is scheduled to take place on June 6 at a cost of \$200 for the golf

day and dinner, and the Cheers event scheduled May 31 to celebrate the 2005 graduating class. He reported that the Executive Centre has almost completely recovered from last year's financial losses by nearing break even this year. He also reported that the Career Placement Centre has moved to a visible storefront space previously occupied by the Bank of Montreal – JMSB signage is expected to be installed during the summer.

M. Magnan welcomed donations to the JMSB annual staff and faculty campaign to support students. He reminded everyone about donating to the ongoing Concordia campaign that is expected to attain or possibly exceed the goal of \$250,000. He reported that a meeting with an ad hoc committee of the JMSB Advisory Board concluded that JMSB would work closely with the university in branding and raising the profile of the JMSB and Concordia.

- XV Report: Undergraduate Programs, Academic and Student Affairs – JMSB-2005-05A-09
G. Kanaan reported that students who did not have the CRC score of 26 for the Bachelor of Commerce Program but had the CRC score of 24 were admitted to the Bachelor of Administration program instead. There are now 235 additional acceptances to the undergraduate programs from the CEGEPs compared to last year. It is hoped that the acceptances translate to registrations for September and that many of the students will transfer to the Bachelor of Commerce after improving their qualifications.

G. Kanaan highlighted the report and drew attention to his proposal that every course outline include the following statement to help students understand the meaning of academic dishonesty:

It was moved by G. Kanaan and seconded by J. Riven that Council approve the inclusion of the following statement on every graduate and undergraduate course outline:

The Code of Conduct (Academic) at Concordia University states that the "integrity of University academic life and the degrees, diplomas and certificates the University confers is dependent upon the honesty and soundness of the instructor-student learning relationship and, in particular, that of the evaluation process. As such, all students are expected to be honest in all of their academic endeavours and relationships with the University." (Undergraduate Calendar, section 16.3.14 or Graduate Calendar 2005-2006, pages 64-70).

All students enrolled at Concordia are expected to familiarize themselves with the contents of this Code. You are strongly encouraged to visit the following web address: <http://johnmolson.concordia.ca/ugrad/codeofconduct.pdf> which provides useful information about proper academic conduct.

The motion was carried unanimously.

G. Kanaan agreed to e-mail a copy of the above statement to the Department Chairs for distribution to all part-time and full-time faculty.

XVI Reports from School Representatives on University Committees

- v) University Library Committee - JMSB-2005-05A-10
The report from T. Walker was received

There were no reports from the representatives of the following committees:

- i) University Senate
- ii) Arts and Science Faculty Council
- iii) Senate Academic Planning and Priorities

- iv) Senate Academic Programs Committee
- v) Senate Research Committee
- vii) Undergraduate Scholarships and Awards Sub-committee
- viii) Board of Governors
- ix) Council of the School of Graduate Studies

XVII CASA Report

M. Perugini reported that CASA had a great year with stellar performances in competitions and great success in fund raising for various charities that brought a great deal of positive media attention. She advised that the CASA mission this year was to create greater awareness of CASA activities within the Concordia community and the business community. CASA hosted 130 events this year, some of the best were collaborations with the CSU, and even though the team's term has ended it will host a picnic at this year's Tour de l'Ile, on Sunday, June 5th and the annual graduate ball at the Vogue hotel on Saturday, June 18th. She proudly advised that the team was leaving CASA in good financial shape and introduced the new CASA President, J. St-Germain, former CASA Treasurer. In conclusion, she thanked the faculty and staff for all their help with special thanks to G. Kanaan, B. Ibrahim, M. Magnan and J. Tomberlin and expressed her great pride in being part of the JMSB, and in all of the work that she and the students did this year.

Members of Council applauded Maria Perugini, exiting President of CASA.

XIX Other Business

- i) Summer Quorum
It was moved by K. Argheyd and seconded by R. Knitter that the summer quorum for Council meetings would be one-third of the membership.
The motion was carried unanimously.
- ii) External Representation for 2005-2006 Council of the John Molson School of Business
It was moved by G. Kanaan and seconded by J. McGuire that Facilities Management, Computer Science and TESL be invited to the JMSB Council membership for the academic year 2005-2006.
The motion was carried unanimously.

J. Tomberlin strongly encouraged faculty members to attend the JMSB Convocation on June 14 at 09:30 in the Salle Wilfrid Peltier, Place des Arts.

XX Adjournment

It was moved by M. Sharma and seconded by K. Argheyd that the meeting be adjourned.
The motion was carried unanimously.

XXI Next meeting

The schedule of regular Council meetings for the 2005-2006 academic year will be sent to all Council members in July 2005.